Finding a Nursing Professional Practice Model in our Backyard: An Appreciative Inquiry

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Conflict of Interest

- The presenter for this presentation has disclosed no conflict of interest related to this topic.
Objectives

• Discuss the importance of a nursing professional practice model that is created and carried out by frontline staff

• Define appreciative inquiry and the significance to a healthy work environment

• Describe the creation process of one nursing professional practice model using the method of appreciative inquiry
We extend the healing ministry of Christ by caring for those who are ill and by nurturing the health of the people in our communities.
HOSPITAL OVERVIEW

- 483 Care Givers
- 727 Active physicians
- 55 licensed beds
- 3,365 Admissions*
- 18,560 ER visits *
- 790 Deliveries*
- $8 million in community benefit
- Joint Commission Certification as Primary Stroke Center
- Level III Trauma Center
- Level II NICU

*FY 2018
Background: What is a Professional Practice Model (PPM) and why do we need one?

What?

• Visual representation of how nurses in the organization practice nursing
  - Values
  - Performance expectations
  - Patient care delivery system
  - Relationships
  - Management or governance approach
  - Recognition and rewards system

Why?
Challenge of PPMs: Not just a pretty picture

- Low value - staff can’t articulate it; don’t see how it guides practice; not in culture

- High value
  - PPM is owned by staff.
  - Culture.
  - They use as a roadmap to guide practice.
  - Use it to accomplish goals
  - Use it to orient new staff

How do you create a PPM that has high value and is useful to staff?
The task of leadership is to create an alignment of strengths...making a system’s weaknesses irrelevant.

Peter Drucker

Felgen, 2007
Method: Appreciative Inquiry
Appreciative Inquiry: The benefit of looking at strengths

- **Appreciative**: Research method that encourages capitalizing on the innovation and positive energy already present in order to create a vision/strategy for the future.

- **Inquiry**: Searching for what gives a system “life” when it is the most effective and capable.
“We live in worlds our questions create” (D. Cooperrider)

Building a Healthy Work Environment with Energy Building Questions

What went right?
What is possible?

Outcome: Energy, optimism

What went wrong?
Whose fault is it?

Outcome: Helplessness, pessimism

PLEASE TAKE RESPONSIBILITY FOR THE ENERGY YOU BRING INTO THIS SPACE. 

DR. JILL TAYLOR

POWEROFPOSITIVITY.COM
The 4-D Cycle: Visioning for the future state (Cooperrider)

- **Discovery**: Focus on the positive
- **Dream**: What is possible?
- **Design**: Create images of a preferred future
- **Destiny**: Create a plan to reach that vision

**Discovery**
“*What gives life?*”
(The best of what is)
Appreciating

**Destiny**
“How does one best learn, actualize, and improvise?”

**Dream**
“What might be?”
Envisioning Results

**Design**
“What should be, the ideal?”
Co-constructing
Data Collection: Questions to stimulate stories

Initial question: Think about a day when you felt you were performing at your best at work: What factors made it the best?

• What keeps you coming back every day?

• A reporter asks you “How is a nurse’s job different that other caregivers in the hospital?”

• What are you most proud of in your professional career as an RN? Why?

• Describe the characteristics of the nurse you would want to take care of you or a loved one?

• If you could grant three wishes for CRAH nursing, what would they be?

Adapted from Dimitroff et al, 2016
Study Sample/Demographics

- 17 surveys returned
- 15 from frontline clinical RN staff including ANMs
- 2 from non-clinical RN staff
- ACU, ICU, LDRP, ED, OR, PACU, IR
Analysis: Inductive Content Analysis
Data Analysis

- more than 500 codes of meaning
- words/phrases abstracted to 25 categories
- 4 main themes or domains of Professional Practice at CRAH
Words to Codes of meaning, to Categories, to Themes

“It is not the easy days that are rewarding. It’s the days I feel like I’ve actually made a difference - a great catch, a meaningful interaction, knowing that my words or actions brought comfort to someone in their suffering”

Codes: More than physical care; Bringing comfort; Making a difference, safety, actions lead to outcomes, meaningful interaction

Categories: Relationship to Patient; Purpose

Themes: Caring Connection
Results
1. Think about a day when you felt you were performing at your best at work…

“The best day was the most challenging day”

Why? “We had to pull together resources, education, skills and experience to “fight” for the needs of the patient.”

How? Teamwork, Confidence, Education, Hope, Resilience, Presence

Trust in Co-workers, Leadership skills and collaboration, Purpose

Discovery- What gives life?
Analysis/Results: Themes

1. Creator of Synergy/Orchestrator

Def. Synergy-The interaction of two or more agents that produce a combined effect greater than the sum of their separate parts

- **The Center**: “The center of all action and needs”
- **Directors of care**: “responsibility to organize care from all depts.”
- **Responsibility to the “whole” patient 24/7**
  - “ability to recognize the whole patient and the dynamic of family, home, hospital and recovery all work synergistically”
2. Relationship with team and co-workers is imperative: We are together in this

- **Trust:** “Have your back” “I know their skills and capabilities”
- **Positive Attitude:** “Meeting the challenge” Fighting the fight together”
- **Mutual respect:** Shared decision making
- **Engagement:** “Skin in the game”
- **Shared vision:** Excellent patient care and fighting a fight where the odds are not in our favor

3. Caring Connection

- **More than physical care:** “You are with a patient and family for 12 hours; living their day with them; living their fear with them; living their loss with them; living their joy with them. Then multiply that by 3, 4, 5, depending on how many patients you have that day.

- **Purpose:** “Nurses get to see people in their best moments and their worst moments and all of the in between moments. Those in between moments may seem dull to most but those are the moments that nurses have the opportunity to make a lasting difference”

- **Protector** The greatest words that a patient can say to a nurse is “I feel safe with you”. To get someone to feel safe with you takes a lot of love, care and experience”

4. Work Environment of Nursing/Value of nursing: From within and without: Supportive of first three domains
HWE:
If you had three wishes for CRAH nursing; what would they be?

- **Patients** are our top priority
- Nurses *identifying and reflecting* on their professional practice and duty
- Nurses **recognized** for their contribution
- Nurses **collaborating** with each other and all disciplines.
- Nurses **active in improving nursing practice** at CRAH
- Nurses **continually learning** and improving skills, education, knowledge base
- Emphasis on **well being** of staff
- Support for **career advancement** of nurses
Vision from the Frontline: Statement created that reflects the three domains of nursing relationships: Self, Co-workers, Patient

- Nurses create synergy between all disciplines and department to honor the caring relationship and responsibility they hold to achieve positive patient focused outcomes.
- This successful relationship also results in pride, growth and self esteem for the nurse.
- This work is empowered by a healthy work environment
  - Co-worker trust and support
  - Surrounded by educated, dedicated, compassionate people with a shared mental model
  - Continual growth
  - Respect and recognition for nursing work
  - Frontline voice at the table
  - Challenge
  - Opportunity for advancement
Destiny- Designing the Model!
Creating the Infrastructure

Vision for PP at CRA

Nurses create synergy between all disciplines to honor the (caring) relationship and responsibility they have to achieve positive patient focus.

From coming...
- This ongoing relationship also results in pride, growth, and empowerment.
- Our culture is
  - Surrounded by skilled, driven, committed people with a shared mental mindset
  - One of real growth
  - Respect & Recognition
  - Continuous voice at the table

Foundation - NWE is the start

Synergy

More than physical care

Caring Connectedness
Themes:

1. Director of care; creator of synergy to achieve outcomes

2. Trusting, collaborative relationship with coworkers is imperative

3. Caring connection with the patient creates broad and specific outcomes

4. Healthy work environment supports the work and outcomes of nursing
The outcomes of nursing

The process of nursing

The foundation for nursing: HWE
Outcomes - the impact of professional nursing

Process - the work of professional nursing

Structure - structural support of nursing excellence
OUTCOMES: The outcomes of professional nursing practice

PROCESS: The professional practice of nursing

STRUCTURE: The structures that support professional nursing practice
Processes and Outcomes

• Recognition: Daisy award program; Collaboration award for physicians
• Workplace Violence Prevention task force begun; increased reporting, awareness and accountability
• Second Victim Awareness
• Community service: Mommy and Me Market
• ZERO CAUTI x 2 years!!
• ZERO CLABSI x 1 year!
• ZERO Falls with injury x 1 year
Selected References


